

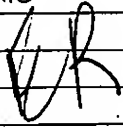
Approved For Release 2009/09/14 : CIA-RDP87M00539R002303740001-9

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EXECUTIVE SECRETARIAT
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Remarks

To # 6: For selection of nominees and direct response by 1 May 1985, please.

Executive Secretary

16 Jan 85

Date

3637 (10-81)

25X1



United States Department of State

Foreign Service Institute

1400 Key Boulevard
Arlington, Virginia 22209

Executive Registry

85- 149

The Honorable William Casey
Director,
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

The Department of State is now engaged in selecting senior officers whose demonstrated potential for higher responsibilities at the executive level of the government would make them eligible for participation in the Twenty-eighth Seminar commencing on September 3, 1985. I would like to invite the Central Intelligence Agency to nominate a participant of similar qualifications.

Beginning with the Twenty-eighth Session, the Seminar will be known as The Senior Seminar, reverting to an earlier and still familiar usage.

Since the Seminar was established in 1958, its primary purpose has been to provide a select group of senior career officers with the opportunity to identify, analyze and reflect on major developments and trends in the United States and abroad which should be weighed in the decision-making process at the national level. The fundamental assumption of the Seminar is that the qualifications of its Members for senior career management and advisory roles in the government will be enhanced by the intensive program of lectures, readings, group discussions, travel, and case studies that the Seminar offers.

This year as in the past, participation of Agency officers has made a significant contribution to the Seminar; we hope such participation will continue.

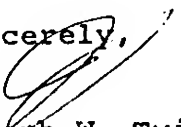
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-2-

If CIA wishes to nominate participants, we will make the necessary administrative arrangements in cooperation with your staff. Your Agency's nomination(s) should reach us by May 1, 1985.

Sincerely,


Joseph W. Twinam
Dean

Enclosures:

1. Tuition Information
2. Security Clearance Information
3. DS-755 Request for Training

THE SENIOR SEMINAR

FOREIGN SERVICE INSTITUTE - DEPARTMENT OF STATE

TWENTY-EIGHTH SESSION

September 3, 1985 - June 13, 1986

SECURITY CLEARANCES

Senior Seminar Members must have TOP SECRET and 'Q' (or the equivalent of 'Q') clearances by the beginning of the Seminar year.

These clearances are required for those segments of the Seminar curriculum when classified lectures and visits to military installations which involve access to restricted data are scheduled as part of, and deemed necessary to, the Seminar program.

These clearances should be obtained by the sponsoring agency or department and must be valid for the duration of the Seminar.

FOR MILITARY MEMBERS AND MEMBERS OF THE DOD:

In lieu of 'Q' clearance, ERDA Form 277 ("Request for Visit or Access Approval"), indicating approval of access to "Restricted Data" and "other classified information" should be executed by the proper certifying official.

Certification that the above clearances have been obtained should be forwarded by the sponsoring agency of each Member prior to September 3, 1985 to:

=====
Coordinator
The Senior Seminar
Foreign Service Institute
Room 1209
1400 Key Blvd.
Arlington, Virginia 22209

In addition to the above, all Members of the Seminar must have SI/TK clearances (sensitive compartmented information).

This clearance should be obtained and certified by the sponsoring agency of each Member before September 3, 1985 to:

Mr. Thomas Thounhurst
INR/IS - Room 6510A, NS
Department of State
Washington, D.C. 20520

The information transmitted to Mr. Thounhurst should include the following: full name, social security number, place of birth and security status as well as a reference to The Senior Seminar.

If you have any questions regarding this request, please contact

THE SENIOR SEMINAR

FOREIGN SERVICE INSTITUTE - DEPARTMENT OF STATE

TWENTY-EIGHTH SESSION

September 3, 1985 - June 13, 1986

ESTIMATED PER CAPITA COSTS FOR MEMBERS OF CIVILIAN AGENCIES

TUITION:

Sponsoring civilian agencies will pay to the Department of State for each Member, approximately \$13,400.

DOMESTIC TRAVEL:

In addition to tuition, there will be an assessment of approximately \$6,600 per Member payable to the Department of State, to cover transportation and per diem costs for group travel to various cities and military installations within the United States.

A visit may be made outside the Continental United States, e.g., to Mexico or Canada. However, such a visit would not add to the overall figure quoted above.

Travel orders for domestic travel will be issued by the Foreign Service Institute.

INDIVIDUAL CASE STUDY RESEARCH:

As part of the Seminar curriculum, Members undertake one trip individually to conduct their individual investigations and research in connection with a Case Study Project. This is usually undertaken during the month of February. Cost of travel for the Case Study Project could run as high as \$2,000.

Individual Travel Orders, and obligation of funds for travel and per diem in connection with Case Study travel, are issued by and charged against, the sponsoring agency or department.

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United States Department of State

Foreign Service Institute

1400 Key Boulevard
Arlington, Virginia 22209

Executive Registry

84-2110/1

AH. OTE 6007-84

May 24, 1984

Mr. Charles A. Briggs
Executive Director,
Central Intelligence Agency
Washington, D.C. 20505


Dear Chuck:

I want to thank you for the splendid briefing you gave to the Executive Seminar during our visit to CIA Headquarters on May 16, as well as the delightful luncheon that you hosted. Members of the Seminar were unanimous in rating our visit as one of the high points of the year.

Your presentation was informative, candid, and served to place the role of CIA and the intelligence community in excellent perspective. The informal discussions with Agency participants at the luncheon were also useful to this end. I was personally pleased to note the necktie and references to your Seminar experience, as well as your continuing contribution to the goals of our program.

Again, may I express my appreciation for your role in making our visit such a success.

Sincerely,


Joe Twinam
Dean

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Date

Remarks

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Date

3637 (10-81)



United States Department of State

Foreign Service Institute

1400 Key Boulevard
Arlington, Virginia 22209

Executive Registry

84-2110

May 22, 1984

The Honorable
William J. Casey
Director of Central Intelligence
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

On behalf of the Twenty-sixth Executive Seminar, I would like to thank you for getting the Seminar's day at CIA off to such a good start. The willingness of top officials such as yourself to find time in their busy schedules to meet with the Seminar contributes enormously to the success of the program.

Your remarks and answers to questions from Seminar Members set a standard of cogency and forthrightness which marked our subsequent sessions as well. The high caliber of the Agency's management team was most evident throughout our visit.

The Seminar's day at CIA, including the luncheon hosted by Mr. Briggs and attended by a number of senior specialists, was one of the most enjoyable and informative of the year. The day spent visiting your agency will not soon be forgotten by our Members.

Thank you again.

Sincerely,

Joseph W. Twinam
Dean

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EXECUTIVE SECRETARIAT ROUTING SLIP

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Remarks

1/12/84

Date

3637 (10-81)



United States Department of State

Foreign Service Institute

Executive Registry

1400 Key Boulevard
Arlington, Virginia 22209

84- 160

January 9, 1984

AH ER 82-13259
OTE 83-6020
ER 83-2144

The Honorable William Casey
Director,
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

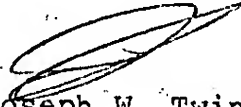
The Department of State is now engaged in selecting officers from its own Civil and Foreign Service employees whose demonstrated potential for higher responsibilities at the executive level of the government would make them eligible for participation in the Twenty-seventh Executive Seminar in National and International Affairs commencing on September 4, 1984.

Since the Seminar was established in 1958, its primary purpose has been to provide a select group of senior career officers with the opportunity to identify, analyze and reflect on major developments and trends in the United States and abroad which should be weighed in the decision-making process at the national level. The fundamental assumption of the Seminar is that the qualifications of its Members for senior career management and advisory roles in the government will be enhanced by the intensive program of lectures, readings, group discussions, travel, and case studies that the Seminar offers.

This year as in the past, participation of Agency Officers has made a significant contribution to the Seminar; we hope such participation will continue.

If CIA wishes to nominate participants, we will make the necessary administrative arrangements in cooperation with your staff.

Sincerely,


Joseph W. Twinam
Dean

Enclosures:

1. Tuition Information
2. Security Clearance Information
3. DS-755 Request for Training

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EXECUTIVE SEMINAR IN NATIONAL AND INTERNATIONAL AFFAIRS

FOREIGN SERVICE INSTITUTE - DEPARTMENT OF STATE

TWENTY-SEVENTH SESSION

September 4, 1984 - June 21, 1985

ESTIMATED PER CAPITA COSTS FOR MEMBERS OF CIVILIAN AGENCIES

Tuition:

Sponsoring civilian agencies will pay to the Department of State for each Member, approximately \$13,400.

Domestic Travel:

In addition to tuition, there will be an assessment of approximately \$6,600 per Member, payable to the Department of State, to cover transportation and per diem costs for group travel to various cities and military installations within the United States.

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Individual Case Study Research

As part of the Seminar curriculum, Members undertake one trip individually to conduct their individual investigations and research in connection with a Case Study Project. This is usually undertaken during the month of February. Cost of travel for the Case Study Project could run as high as \$2,000.

Individual Travel Orders, and obligation of funds for travel and per diem in connection with Case Study travel, are issued by and charged against, the sponsoring agency or department.

EXECUTIVE SEMINAR IN NATIONAL AND INTERNATIONAL AFFAIRS

FOREIGN SERVICE INSTITUTE - DEPARTMENT OF STATE

TWENTY-SEVENTH SESSION

September 4, 1984 - June 21, 1985

SECURITY CLEARANCES REQUIRED

Executive Seminar Members must have TOP SECRET and 'Q' (or the equivalent of 'Q') clearances by the beginning of the Seminar year, September 4, 1984.

These clearances are required for those segments of the Seminar curriculum when classified lectures and visits to military installations which involve access to restricted data are scheduled as part of, and deemed necessary to, the Seminar program.

These clearances should be obtained by the sponsoring agency or department and must be valid for the duration of the Seminar.

FOR MILITARY MEMBERS AND MEMBERS OF THE DOD:

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Certification that the above clearances have been obtained should be forwarded by the sponsoring agency of each participant before September 4, 1984 to:

Coordinator,
Executive Seminar in National and
International Affairs
Foreign Service Institute - Room 1209
1400 Key Boulevard
Arlington, Virginia 22209

In addition to the above, all Members of the Seminar must have SI/TK Clearances (sensitive compartmented information).

This clearance should be obtained and forwarded by the sponsoring agency of each Member before September 4, 1984 to:

Mr. Thomas Thounhurst
INR/IS - Room 6510A, NS
Department of State
Washington, D.C. 20520

The information transmitted to Mr. Thounhurst should include the following: full name, social security number, place of birth and the security status as well as a reference to the Executive Seminar in National and International Affairs.

If you have any questions regarding this request, please contact Mr. Thounhurst at 632-1746.

- EXECUTIVE SECRETARIAT

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10	GC				
11	IG				
12	Compt				
13	D/EE0				
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15	D/OEA		✓		
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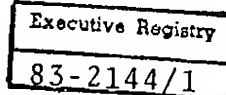
Executive Secretary
4/27/83
 Date



United States Department of State

Foreign Service Institute

1400 Key Boulevard
Arlington, Virginia 22209



April 25, 1983

The Honorable William J. Casey
Director of Central Intelligence
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

I wish to express the appreciation of the Staff and Members of the Executive Seminar in National and International Affairs for the memorable day experienced by the Members at CIA Headquarters on April 21st. It was our hope that the Members -- all experienced senior officers in the foreign policy and national security areas -- would come away from the day at your agency with a better understanding of the role played by intelligence in policy formulation. Thanks to your efforts and those of your staff, that hope was realized.

The presentations were first rate, from your own overview through the candid, lucid, and responsive sessions conducted by Messrs. Briggs, Hineman, and Kerr, as well as the Associate Deputy Director for Operations. Moreover, the luncheon at which Mr. Briggs was the host was thoroughly enjoyed by the Members who appreciated the additional opportunity it afforded to converse with the knowledgeable CIA officials who shared their tables.

I cannot overemphasize the favorable reaction and appreciation of the Members for a very instructive day. I look forward to repeating this experience with next year's Seminar Members.

I close on a somber note by asking you to accept my personal heartfelt condolences as well as those of the members of the Seminar over the tragic loss suffered by your agency and by the country as a result of the bombing in Beirut.

Sincerely,

R. V. Fimbres
Coordinator



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Executive Registry

63-9144

20 APR 1983

MEMORANDUM FOR: Director of Central Intelligence

FROM: [REDACTED]

Director, Office of External Affairs

SUBJECT: Speech to the Executive Seminar in National
and International Affairs

1. Attached are your proposed remarks for your speech to the Executive Seminar in National and International Affairs to be given Thursday, 21 April, in 1A07 Headquarters between 0900-0915. They requested that you speak on your views of the worldwide threat and the rebuilding of intelligence. This is the Foreign Service Institute, Department of State, orientation visit to the Agency. Ambassador Stephen Lowe is the Director of the Foreign Service Institute; R. V. Fimbres, Minister-Counselor for Department of State, is the coordinator of the program. Ambassador Lowe is unable to attend, but Mr. Fimbres will be present. [REDACTED]

2. Opposite is the agenda of the meeting, a brochure describing the seminar, correspondence and a list of attendees. There will be approximately 32 present and all will have Top Secret clearances. Your remarks, however, are unclassified. [REDACTED] CIA program coordinator, will introduce you. As you can tell from the agenda, Executive Director Chuck Briggs will follow your welcoming address. The group will spend the entire day, which includes lunch, at Headquarters. [REDACTED]

3. The Seminar, founded in 1958, is designed to provide an intensive program of executive development for senior officials, most of whom have served abroad and expect further foreign assignments. The curriculum stresses the relationship between domestic, foreign and national security policy. Seminar members study political, economic, social, regional and cultural trends in the United States, relating them to international issues and questions of national security. The Twenty-fifth session of the Executive Seminar has 27 members, approximately half from Department of State and others from the International Communication Agency, CIA, FBI, NSA, Agency for International Development, Intelligence Community Staff, and the uniformed Services. Members rank from Civil Service GS-15 to GS-18 or equivalent in the

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Subject: Speech to Executive Seminar in National
and International Affairs

Foreign Service or military.

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Attachments

OEXA/PAD/KJH/scn/19 Apr 83/x7676

Distribution:

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SECRET

WELCOMING REMARKS

EXECUTIVE SEMINAR IN NATIONAL AND INTERNATIONAL AFFAIRS

21 APRIL 1983

9:00 A.M.

GOOD MORNING AND WELCOME TO THE CENTRAL INTELLIGENCE AGENCY. I AM PLEASED THAT YOU HAVE SCHEDULED A SESSION WITH US

STAT
STAT

[REDACTED]
[REDACTED] YOUR TEN MONTH SEMINAR IS UNIQUE IN THE DEPTH AND EXPOSURE YOU OBTAIN CONCERNING BOTH DOMESTIC AND FOREIGN POLICY ISSUES. THE STAFF OF THE FOREIGN SERVICE INSTITUTE IS TO BE COMMENDED.

SENIOR REPRESENTATIVES FROM THREE CIA'S DIRECTORATES AND OUR EXECUTIVE DIRECTOR CHUCK BRIGGS WILL BE BRIEFING YOU TODAY ON HOW THE AGENCY IS STRUCTURED, THEIR DIRECTORATES' MISSIONS, AND HOW WE CARRY OUT OUR PRIMARY RESPONSIBILITY WHICH IS TO PROVIDE OUR NATIONAL LEADERS WITH ACCURATE, TIMELY ANALYSIS OF FOREIGN DEVELOPMENTS. I WOULD LIKE TO PROVIDE YOU MY PERSPECTIVE OF THE KEY INTELLIGENCE CHALLENGES WE FACE AND BRIEFLY BRING YOU UP-TO-DATE ON SOME OF THE CHANGES UNDERWAY IN THE INTELLIGENCE COMMUNITY AS WE REBUILD OUR RESOURCES.

THE CHALLENGES WHICH THE UNITED STATES AND WE IN INTELLIGENCE FACE ARE MANY, OF BROAD VARIETY, AND WORLDWIDE. THEY INCLUDE SUCH PROBLEMS AS SERIOUS WEST EUROPEAN-U.S. FRICTIONS, A VERY TROUBLED FINANCIAL SCENE, TERRORISM, AND THE THIRD WORLD'S COUNTLESS VULNERABILITIES. BUT THE CHALLENGES TO WHICH WE IN INTELLIGENCE HAVE TO DEVOTE MOST OF OUR RESOURCES ARISE PRIMARILY FROM THE GROWING MILITARY CAPABILITIES AND POLITICAL AGGRESSIVENESS OF THE SOVIET UNION. TOO OFTEN SOVIET FOREIGN POLICY DISCUSSIONS, AS IN THE PRESS, FOCUS ONLY ON MISSILE COUNTING OR THE STRATEGIC DIMENSIONS OF THE THREAT. I WOULD LIKE TO SPEAK TO YOU TODAY ABOUT THE TOTAL SCOPE OF THIS SWEEPING CHALLENGE TO OUR NATIONAL INTERESTS, WHICH FOR DISCUSSION SAKE WE CAN DIVIDE INTO FIVE MAJOR THREATS.

THE FIRST OF THESE THREATS ARE THE SOVIET INTERCONTINENTAL MISSILES AND OTHER STRATEGIC SYSTEMS. MEASURED IN DOLLAR TERMS, THE SOVIETS HAVE BEEN SPENDING THREE TIMES AS MUCH ON THESE STRATEGIC FORCES AS WE DO. THEY HAVE ENOUGH INTERCONTINENTAL MISSILES RIGHT NOW TO KNOCK OUT ABOUT 80 PERCENT OF OUR LAND-BASED MISSILES WHILE KEEPING TWO-THIRDS OF THEIR ICBM WARHEADS IN RESERVE. THEY ARE DEVELOPING MOBILE ICBMS FOR SURVIVABILITY AND LONG-RANGE SUBMARINE-BASED MISSILES THAT CAN BE LAUNCHED CLOSE TO THEIR OWN SHORES WHERE THE SOVIET NAVY CAN PROTECT THEM. ALREADY DEPLOYED ARE ABOUT 500

INTERMEDIATE RANGE MISSILES...

INTERMEDIATE RANGE MISSILES WITH THE ABILITY TO FIRE 1,000 WARHEADS AT CITIES AND OTHER TARGETS IN EUROPE. MOREOVER, THE SOVIETS CONTINUE TO FIELD A MAJOR IMPROVEMENT TO THEIR KEY MISSILE SYSTEMS ABOUT EVERY FIVE YEARS.

THE SECOND AREA OF CONCERN IS THEIR CONVENTIONAL FORCES. THE SOVIETS ALREADY HAVE THREE TIMES AS MANY MEN IN THEIR LAND FORCES AS WE HAVE, FOUR TIMES AS MANY TANKS, FOUR TIMES AS MUCH ARTILLERY, AND THREE TIMES AS MANY ARMORED PERSONNEL CARRIERS. THEY ARE DEPLOYING IN FORWARD AREAS LARGE NUMBERS OF A NEW TANK WITH IMPROVED ARMOR PROTECTION, FAST, SELF-PROPELLED ARTILLERY, AND THE ALL-WEATHER FENCER AIRCRAFT WHICH CAN STRIKE DEEPLY AND QUICKLY INTO NATO'S REAR AREAS WITH A PAYLOAD LARGER THAN THE AIRCRAFT IT REPLACED.

THE THIRD THREAT COMES FROM THE SOVIET'S ABILITY TO PROJECT THEIR MILITARY POWER OVER LONG DISTANCES. THIS GIVES THEM THE CAPABILITY TO SUPPORT ACTUAL OR POTENTIAL PRO-SOVIET FACTIONS IN TROUBLED COUNTRIES. WE HAVE SEEN THEM USE TRANSPORT PLANES AND CARGO SHIPS TO CARRY SOPHISTICATED WEAPONS THOUSANDS OF MILES TO MEET UP WITH CUBAN TROOPS IN ANGOLA AND ETHIOPIA. IN THE CHRISTMAS SEASON OF 1979, FOR THE FIRST TIME SINCE WORLD WAR II, THEY SENT THEIR OWN COMBAT UNITS OUTSIDE THEIR HOMELAND AND THE WARSAW PACT STATES INTO AFGHANISTAN.

ALTHOUGH THEY SENT...

ALTHOUGH THEY SENT THEIR OWN SOLDIERS THERE PRIMARILY TO SAVE A PRO-SOVIET MARXIST REGIME ON THEIR BORDERS, THEY ALSO SEE THEIR PRESENCE IN AFGHANISTAN AS ENHANCING THEIR ABILITY TO PROJECT POWER INTO THE PERSIAN GULF AREA. MORE RECENTLY THEY HAVE BOLDLY STATIONED LONG-RANGE SA-5s IN SYRIA -- A MOVE WHICH SUGGESTS A MORE ASSERTIVE POLICY IN THE MIDDLE EAST.

THE FOURTH THREAT IS ONE I CALL "CREEPING IMPERIALISM." THE SOVIETS HAVE SUCCESSFULLY CONSTRUCTED AN ARRAY OF ASSOCIATES OF VARIOUS KINDS TO FRONT FOR THEM. THESE ASSOCIATES AND THE SOVIETS USE A MIX OF TACTICS -- POLITICAL, DIPLOMATIC, SUBVERSION, TERRORISM, AND INSURGENCY -- TO EXPAND THEIR INFLUENCE AND DESTABILIZE GOVERNMENTS. THEY HAVE COMPILED A REMARKABLE RECORD. OVER THE YEARS WE HAVE SEEN COMMUNISTS OR RADICALS GAIN POWER OR INFLUENCE IN CUBA, VIETNAM, ANGOLA, SOUTH YEMEN, ETHIOPIA, LIBYA, AND MORE RECENTLY IN GRENADA AND NICARAGUA.

THIS CREEPING IMPERIALISM THREATENS OUR INTERESTS MOST IMMEDIATELY IN CENTRAL AMERICA AND THE CARIBBEAN. CUBAN SUPPORT OF SUBVERSION AND INSURGENCY NOW OCCURRING IN CENTRAL AMERICA COULD DIVIDE OUR OWN HEMISPHERE, THREATENS THE RICH MEXICAN OIL FIELDS AND, PERHAPS, CONTROL OF THE PANAMA

CANAL. CUBA NOW...

CANAL. CUBA NOW MAINTAINS A FIRM BASE OF OPERATIONS ON THE CARIBBEAN ISLAND OF GRENADA. THEY HAVE AN AIRFIELD, TRAINING SITE, INTELLIGENCE CENTER, AND PROPAGANDA FACILITIES. WE HAVE REASON TO FEAR THAT A SIMILAR PROCESS HAS BEGUN IN SURINAME.

LET US REVIEW SOME OF THE TRENDS OVER THE PAST YEAR. IN CUBA, THE MOST SIGNIFICANT INCREASE IN MILITARY CAPABILITIES SINCE THE CUBAN MISSILE CRISIS CONTINUES UNABATED. THE MARXIST-LENINIST REGIME IN NICARAGUA HAS FURTHER CONSOLIDATED ITS POWER. FROM THEIR HEADQUARTERS IN NICARAGUA, CUBAN AND NICARAGUAN OFFICERS COMMAND AND CONTROL GUERRILLA UNITS WIDELY SPREAD THROUGHOUT EL SALVADOR. CUBA AND NICARAGUA ALSO BACK SUBVERSION AND REVOLUTIONARY VIOLENCE IN COSTA RICA AND HONDURAS. I DO NOT BELIEVE IT IS AN EXAGGERATION TO SAY THAT WE MUST WORRY ABOUT A CASTROIZATION OF CENTRAL AMERICA. POLITICAL TURMOIL IN CENTRAL AMERICA AND A FLOOD OF REFUGEES FROM THE SOUTH COULD DIVERT THE US FROM THREATS ELSEWHERE IN THE WORLD.

THE FIFTH THREAT IS THE COMBINED SOVIET DIPLOMATIC, POLITICAL, AND PROPAGANDA INITIATIVES DESIGNED TO CONFUSE AND DIVIDE OUR FRIENDS FROM US. A GOOD, RECENT EXAMPLE IS THE SOVIET CAMPAIGN TO EXPLOIT THE UNIVERSAL FEAR OF NUCLEAR WEAPONS AND THE POLITICAL RISK WHICH EUROPEAN GOVERNMENTS PERCEIVE IN THE DEPLOYMENT OF PERSHING'S AND GUIDED MISSILES IN NATO COUNTRIES.

THIS FAR-FLUNG, WORLDWIDE COMPETITION IS BEING CARRIED OUT AGAINST THE BACKDROP OF SERIOUS ECONOMIC PROBLEMS IN BOTH THE EAST AND THE WEST. THE STABILITY OF INTERNATIONAL TRADE AND THE WORLD FINANCIAL SYSTEM IS AT RISK DUE TO HEAVY DEBT, IMF ENFORCED AUSTERITY, AND RISING PROTECTIONISM. MORE THAN 25 COUNTRIES HAVE DEBT SERVICE BURDENS THAT CANNOT BE FINANCED WITHOUT MAJOR ECONOMIC ADJUSTMENTS. AND SUCH READJUSTMENTS ARE TOO OFTEN ACCOMPANIED BY POLITICAL UPHEAVAL.

BUT NOT ALL IS GOING THE SOVIETS WAY. THE SOVIETS DO FACE CONSTRAINTS SUCH AS DECLINING ECONOMIC GROWTH. SOVIET AGRICULTURE HAS SUFFERED FOUR SUCCESSIVE CROP FAILURES, AND THERE IS A GROWING SENSE OF MALAISE OVER THE QUALITY OF LIFE. SOVIET SOCIETY SUFFERS FROM DECLINING HEALTH. IT IS THE ONLY INDUSTRIALIZED NATION WHERE THE LIFE EXPECTANCY FOR MEN IS ACTUALLY DECLINING. CORRUPTION AND ALCOHOL ADDICTION ARE RAMPANT. THE SOVIET GOVERNMENT DOES NOT SEEM TO KNOW HOW TO DEAL WITH THESE PROBLEMS, BEYOND TRYING TO IMPROVE DISCIPLINE THROUGH STRONG-ARM TACTICS. AT BEST, WE BELIEVE THAT REAL SOVIET GNP GROWTH WILL AVERAGE LESS THAN 2 PERCENT IN THE 1980s. MOREOVER, ANDROPOV DOES NOT SIMPLY COMMAND THE SOVIET GOVERNMENT. HE WILL HAVE TO PRESIDE OVER CONFLICTING BUREAUCRATIC CLAIMS AS HE TRIES TO ALLOCATE NATIONAL RESOURCES.

THEIR FORCES ARE BOGGED DOWN IN AFGHANISTAN. POLAND IS A RUNNING SORE AND RUMANIA IS INCREASINGLY IN SERIOUS ECONOMIC TROUBLE. KREMLIN LEADERS ARE PROBABLY REALIZING THAT EASTERN EUROPE IS A PLACE OF QUESTIONABLE LOYALTIES AS WELL AS AN ASSET. CUBA, VIETNAM, AND OTHER CLIENTS ARE AN ECONOMIC DRAIN. IN SUM, THE CHALLENGES FOR THE U.S. IN THE EIGHTIES WILL BE MANY AND WE IN INTELLIGENCE MUST CONTINUE TO DO OUR BEST TO KEEP ALERT TO THE DANGERS AS WELL AS THE OPPORTUNITIES. I WOULD ACCORDINGLY LIKE TO TURN NOW TO THE CHANGES UNDERWAY IN INTELLIGENCE AS WE REBUILD.

DURING THE 1970S OUR INTELLIGENCE GATHERING CAPABILITIES WERE DRAINED SUBSTANTIALLY WITH A 40 PERCENT CUT IN FUNDS AND A 50 PERCENT SLASH IN PERSONNEL; AND WE HAVE BEEN VERY BUSY FOR THE PAST TWO YEARS REBUILDING THESE RESOURCES.

WHILE THE SOVIET UNION STILL REMAINS OUR NUMBER ONE INTELLIGENCE QUESTION WE ARE ADDRESSING A VARIETY OF NEW CONCERNS -- THE THIRD WORLD, NUCLEAR PROLIFERATION, INTERNATIONAL TERRORISM, INSURGENCY, INSTABILITY, AND GLOBAL RESOURCES. THE RECENT BOMBING OF OUR EMBASSY IN LEBANON AND THE TERRIBLE WASTE OF LIVES IS A TRAGIC EXAMPLE OF HOW

SUB-NATIONAL, RADICAL...

SUB-NATIONAL, RADICAL GROUPS CAN THREATEN US INTERESTS, OUR PEOPLE, AND THE STABILITY OF THE INTERNATIONAL SYSTEM. MORE ANALYSTS ARE BEING HIRED TO STUDY SUCH AREAS OF INCREASING INTEREST. WE ARE ALSO TAKING ADVANTAGE OF THE EXPERTISE OF OUTSIDE SCHOLARS AND RESEARCHERS. WE RECOGNIZE THAT OUR OWN PEOPLE HAVE NO MONOPOLY ON THE TRUTH. MORE AND MORE, WE REACH INTO THE THINK TANKS, THE COLLEGES AND UNIVERSITIES, AND THE BUSINESS COMMUNITY FOR DIFFERENT PERCEPTIONS AND NEW APPROACHES TO ANALYTICAL PROBLEMS.

THE DRAWDOWNS IN FUNDING AND PERSONNEL IN THE 1970S SHOWED UP VIVIDLY IN THE NATIONAL ESTIMATES WHICH, AS MANY OF YOU PROBABLY KNOW, ARE OUR PRIMARY INTELLIGENCE COMMUNITY PRODUCT TO THE PRESIDENT. ESTIMATES DWINDLED FROM AN ANNUAL AVERAGE OF 50 IN THE LATE 1960S, TO 33 IN THE EARLY 70S, ALL THE WAY DOWN TO A YEARLY AVERAGE OF 12 FROM 1975 THROUGH 1980. THIS HAS BEEN RESTORED AS IT HAS TO BE TO COVER THE EVER GROWING THREATS AND CHALLENGES TO WHICH THE PRESIDENT AND CONGRESS MUST ADDRESS THEMSELVES. DURING 1981 WE DID 38 NATIONAL ESTIMATES AND WE FINISHED MORE THAN 60 LAST YEAR. TO DATE THIS YEAR, WE HAVE COMPLETED 17.

EVEN MORE IMPORTANTLY, WE HAVE STARTED A NEW FAST TRACK SYSTEM THAT HAS DRASTICALLY REDUCED THE AMOUNT OF TIME NECESSARY TO PLACE AN ESTIMATE ON THE PRESIDENT'S DESK. WE

HAVE ALSO TAKEN STEPS...

HAVE ALSO TAKEN STEPS TO ASSURE THE INTEGRITY AND OBJECTIVITY, RELEVANCE AND TIMELINESS OF OUR ESTIMATES. THE CHIEFS OF THE VARIOUS COMPONENTS OF THE INTELLIGENCE COMMUNITY ALL SIT ON THE NATIONAL FOREIGN INTELLIGENCE BOARD AND FUNCTION AS A BOARD OF ESTIMATES. EACH CHIEF AT THE TABLE IS CHARGED WITH SEEING THAT THE INFORMATION AND THE JUDGMENTS COMING OUT OF HIS ORGANIZATION ARE REFLECTED IN THE ESTIMATE. I'M RESPONSIBLE FOR THE ESTIMATE BUT I CHARGE MYSELF TO SEE THAT ALL SIGNIFICANT PERSPECTIVES IN THE COMMUNITY ARE REFLECTED SO THAT OUR PRESIDENT RECEIVES THE FULL RANGE OF INTELLIGENCE JUDGMENTS. I BELIEVE THIS PROCESS HAS DONE A GREAT DEAL TO DEVELOP A NEW SPIRIT OF CONSTRUCTIVE COLLABORATION AMONG THE COMPONENT UNITS OF THE COMMUNITY.

WE HAVE CREATED NEW ANALYTICAL CENTERS FOR RAPIDLY MOVING ISSUES SUCH AS TERRORISM, INSTABILITY AND INSURGENCY, AND TECHNOLOGY TRANSFER. THESE CENTERS TAKE ACUTE PROBLEMS OUT OF THE ROUTINE OF THE ORGANIZATION AND SEPARATE THEM FOR SPECIAL CROSS-CUTTING ATTENTION. IN OUR ANALYTICAL EFFORTS, WE ARE BEGINNING TO APPLY SOME OF THE MORE TRADITIONAL METHODOLOGIES FOR IDENTIFYING MILITARY WARNING SIGNALS TO THE POLITICAL AND ECONOMIC ARENAS. NEW TRAINING COURSES ARE SENSITIZING OUR ANALYSTS TO THE KEY EVENTS LEADING TO THE CRISIS THAT SPANS THE POLITICAL, ECONOMIC, AND SOCIAL SPECTRUMS. FOR ALL THESE CHANGES WE HAVE INITIATED, WE HAVE HAD AND WILL CONTINUE TO HAVE THE SUPPORT OF THE CURRENT ADMINISTRATION.

ONCE AGAIN, WE ARE HAPPY TO HAVE YOU WITH US TODAY. I
THINK YOU WILL FIND YOUR DISCUSSIONS WITH CHUCK BRIGGS, CLAIR
GEORGE, BOB GATES, AND EVAN HINEMAN, TO BE ENLIGHTENING. WE
WOULD ALSO BE INTERESTED IN YOUR PERSPECTIVES ON OUR EFFORTS
BASED ON YOUR DISCUSSIONS WITH OTHER AGENCIES AND
POLICYMAKERS. THANK YOU.